



# Department of Defense DIRECTIVE

DODD-1400.31

*Superseded AD-A270158*

April 28, 1995  
NUMBER 1400.31

ASD (FMP)

**SUBJECT:** DoD Civilian Work Force Contingency and Emergency Planning and Execution

**References:**

- (a) DoD Directive 1400.31, "Mobilization Management of the DoD Civilian Work Force," September 9, 1986 (hereby canceled)
- (b) DoD Instruction 1400.32, "DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures," April 24, 1995
- (c) Section 403 of title 50, United States Code, "National Security Act of 1947," as amended
- (d) Sections 2061-2069 of title 50, Appendix, United States Code, "Defense Production Act of 1950," as amended
- (e) through (u), see enclosure 1

## **A. REISSUANCE AND PURPOSE**

This Directive reissues reference (a) to update and establish DoD policies, and assigns responsibilities for implementing this Directive under the statutory authority for emergency planning and preparedness, and management functions of the DoD civilian work force under references (c) through (f).

## **B. APPLICABILITY AND SCOPE**

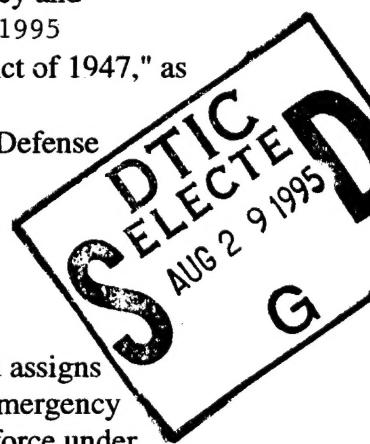
This Directive:

1. Applies to the Office of the Secretary of Defense (OSD); the Military Departments, including the Coast Guard when operating under the Department of the Navy; the Chairman of the Joint Chiefs of Staff; the Inspector General of the Department of Defense; the Unified Combatant Commands; and the Defense Agencies (hereafter referred to collectively as "the DoD Components").
2. Applies to DoD civilian work force preparedness for and participation in support of humanitarian missions, disaster relief, restoring order in civil disorders, drug interdiction, operations, contingencies, emergencies, and war (hereafter referred to collectively as "contingencies and emergencies" as defined in JCS Pub. 1-02 (reference (g)).
3. Applies to the entire DoD civilian work force as defined in C.1, excluding contractor employees of the Department of Defense. Contractors are covered by DoD Directive 3020.37 (reference (h)).

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4. Applies to Red Cross and United Service Organization (USO) personnel when deployed to assist military and DoD civilian personnel in contingencies and emergencies.

5. Does not apply to United Nations, Department of State (DoS), other Federal employees, nor other U.S. or foreign national citizens.

### **C. DEFINITIONS**

1. **DoD Civilian Work Force**. U. S. citizens or foreign nationals hired directly or indirectly to work for the DoD, paid from appropriated or nonappropriated funds under permanent or temporary appointment. This includes employees filling full-time, part-time, intermittent, or on-call positions. Specifically excluded are all Government contractor employees. Contingency and emergency planning for contractor employees is covered by DoD Directive 3020.37 (reference (h)).

2. **DoD Installation**. Any post, camp, station, depot, base, laboratory, or similar activity of the DoD Components that employs members of the DoD civilian work force in peacetime or will employ them in the event of mobilization.

### **D. POLICY**

1. The DoD civilian work force shall be prepared to respond rapidly, efficiently, and effectively to meet mission requirements for all contingencies and emergencies.

2. Plans, programs, contingency and emergency manpower requirements, and an appropriate state of readiness, including organization infrastructure, shall be developed as an integral part of the continuing activities of each DoD Component to ensure the preparedness required by subsection D.1. above. These plans, programs, and requirements shall be governed by policies and procedures in 50 U.S.C. 403, 50 U.S.C. 2061, 50 U.S.C. 2251-2297, and E.O. 12656 (references (c) through (f)); host nation support agreements (HNSA); and supplemental guidance issued by the Department of Defense; the Federal Emergency Management Agency (FEMA); the Office of Management and Budget; the Department of Labor (DoL); and the Office of Personnel Management (OPM) as well as by DoD policies, procedures, and planning assumptions in the DoD Master Mobilization Guide, DoD Directive 1100.18, DoD Instruction 1100.19, and Joint Pub 4-05 (references (i) through (l)), and any subsequent supplemental guidance.

3. Members of the DoD civilian work force shall remain in or deploy to areas of contingencies and emergencies to provide essential support to military operations, as required. Management has the authority to direct and assign civilian employees, either voluntarily, involuntarily or on an unexpected basis to accomplish the DoD mission under provisions of DoD Directive 1404.10 (reference (m)).

4. As an integral part of the total force under DoD Directive 1100.4 (reference (n)), the deployed civilian work force shall be under Unified Combatant Commander operational control when employed in or deployed to theaters of operations and shall be processed and supported in the same manner as military personnel of their employing Component, as permissible by law

and/or existing status of forces agreements (SOFAs) with foreign nations. To facilitate this control and support, every civilian employee remaining in or deploying to a theater of operations shall be assigned or attached to a gaining activity unit identification code (UIC) within the theater upon the decision to retain a civilian employee in a theater of potential conflict or before deploying that employee. This UIC will be stated on the employee's temporary duty (TDY) orders.

5. Theater admission requirements for civilian employees deploying to a theater of operations shall be expeditiously established during the deliberation and execution planning processes by the Unified Combatant Commander and complied with by the deploying Component. For civilian employees already in a theater of operations when theater admission requirements are declared or updated, the in-theater unit to which the employee is assigned or attached is responsible for compliance.

6. If local nationals are employed in a theater of operations in peacetime, commanders shall follow their Component's established procedures when employing them in contingencies and emergencies. If peacetime procedures are not established when a contingency or emergency begins, commanders shall obtain the required support through local contracted services.

#### **E. RESPONSIBILITIES**

1. The Under Secretary of Defense for Personnel and Readiness shall:
  - a. Plan and coordinate rapid, efficient, and effective response by the DoD civilian work force to meet mission requirements for all contingencies and emergencies.
  - b. Establish broad personnel recruitment, training, administration, utilization, retention, and placement policies and assumptions that shall be used by the DoD Components in developing DoD civilian work force contingency and emergency plans and programs.
  - c. Establish broad policies and assumptions for Component development of contingency and emergency civilian work force manpower requirements.
  - d. Issue DoD Instructions, DoD Manuals, and DoD Handbooks for promulgating DoD policy and implementing procedures for plans, exercises, and execution of DoD civilian work force support to contingencies and emergencies.
  - e. Represent the Department of Defense with the DoS, FEMA, OPM, DoL, and other Federal Agencies to coordinate national and international policies affecting the DoD civilian work force, as required.
  - f. Review the DoD Components' civilian work force contingency and emergency assumptions, plans, programs, and requirements to ensure that they are sufficiently flexible and readily adaptable to a variety of contingency or emergency situations. This review process shall take place annually or as required by changing circumstances. The review of requirements shall specifically assess sufficiency of numbers, skills and experience and, where DoD Components have identified shortfalls, shall jointly explore alternatives for alleviating those shortfalls.

g. Develop any needed legislation, regulation or authorities needed to enhance the flexible management of the civilian work force in order to support contingencies and emergencies.

h. Test and evaluate civilian work force contingency and emergency plans, programs, requirements, and readiness in exercises and implement any necessary changes arising from exercise evaluations and real-life experiences.

i. Ensure that the Ready Reserve under DoD Directive 1200.7 (reference (n)) and military retirees under DoD Directive 1352.1 (reference (o)) are screened periodically so that their recall to military duty shall not impair essential DoD and other Federal functions and shall ensure that emergency-essential and key employees under DoD Directives 1404.10, 1200.7, and 1352.1 (references (m), (o), and (p)) are exempted from recall to military duty.

2. The Under Secretary of Defense for Policy shall provide DoD national defense policy guidance for developing DoD contingency and emergency plans.

3. The Comptroller of the Department of Defense shall provide DoD funding guidance to DoD Components to assist in planning for and execution of DoD civilian work force response to contingencies and emergencies.

4. The General Counsel of the Department of Defense shall assist the Under Secretary of Defense (Personnel & Readiness) and the DoD Components in preparing legislation that will improve or enhance DoD civilian work force support to contingencies and emergencies.

5. The Inspector General of the Department of Defense shall conduct oversight of policy development, planning, and management of DoD civilian work force support to contingencies and emergencies under U.S.C. (reference (q)).

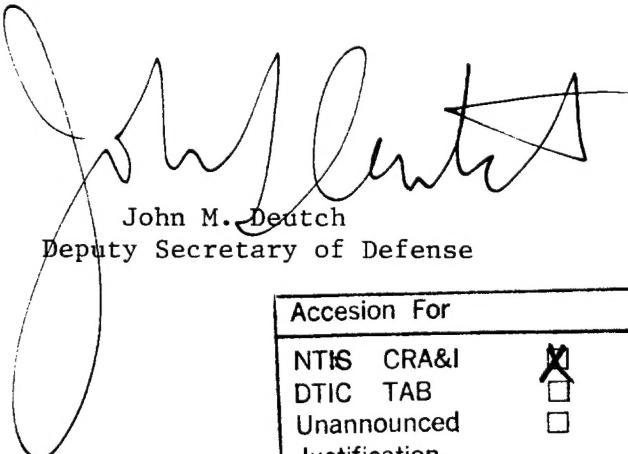
6. The Heads of the DoD Components shall develop, maintain, and exercise civilian contingency and emergency plans and procedures (e.g. staffing arrangements, standby emergency implementing documents) to implement the latest Defense planning guidance and DoD policy. Such plans and procedures shall prepare the civilian work force for employment and deployment to support all contingencies and emergencies rapidly, efficiently, and effectively. Ensure that non-essential civilian employees who are evacuated from areas of contingencies or emergencies are, to the maximum extent possible, expeditiously reassigned under DoD Directive 3025.14 (reference (r)). Plans and procedures shall be coordinated with other DoD Components, if they are affected.

7. The Chairman of the Joint Chiefs of Staff shall incorporate guidance for theater admission requirements for civilian employees into JOPES Volumes I and II. The basic reference for such requirements is DoD 4500.54-G, (reference (s)). This policy shall be supplemented in contingencies and emergencies by additional guidance in Commander In Chief concept plans and Chairman of the Joint Chiefs of Staff deployment orders (personnel annexes) as described in JOPES Volume I.

8. The Commanders of the Unified Combatant Commands shall:
  - a. Expediently issue theater admission requirements for civilians.
  - b. Include summaries of civilian work force status in their SITREPs.

**F. EFFECTIVE DATE**

This Directive is effective immediately.



John M. Deutch  
Deputy Secretary of Defense

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REFERENCES continued

- (e) Sections 2251-2297 of Title 50, Appendix, United States Code, "Federal Civil Defense Act of 1950," as amended
- (f) Executive Order 12656, "Assignment of Emergency Preparedness Responsibilities," November 18, 1988
- (g) JCS Pub. 1-02, "Department of Defense Dictionary of Military and Associated Terms," December 1, 1989, authorized by DoD Directive 5000.9, March 23, 1981
- (h) DoD Directive 3020.37, "Continuation of Essential DoD Contractor Services During Crises," November 6, 1990
- (i) "DoD Master Mobilization Guide," December 1993
- (j) DoD Directive 1100.18, "Wartime Manpower Mobilization Planning," January 31, 1986
- (k) DoD Instruction 1100.19, "Wartime Manpower Mobilization Planning Policies and Procedures," February 20, 1986
- (l) Joint Pub 4-05, "Mobilization Planning," December 1993
- (m) DoD Directive 1404.10, "Emergency-Essential (E-E) DoD U.S. Citizen Civilian Employees," April 10, 1992
- (n) DoD Directive 1100.4, "Guidance for Manpower Programs," August 20, 1954
- (o) DoD Directive 1200.7, "Screening the Ready Reserve," April 6, 1984
- (p) DoD Directive 1352.1, "Management and Mobilization of Regular and Reserve Retired Military Members," March 2, 1990
- (q) Public Law 95-452, "Inspector General Act of 1978," as amended, October 12, 1978
- (r) DoD Directive 3025.14, "Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad (Short Title: Noncombatant Evacuation Operations)," November 5, 1990
- (s) "Department of Defense Foreign Clearance Guide," published annually in January with Supplements as required